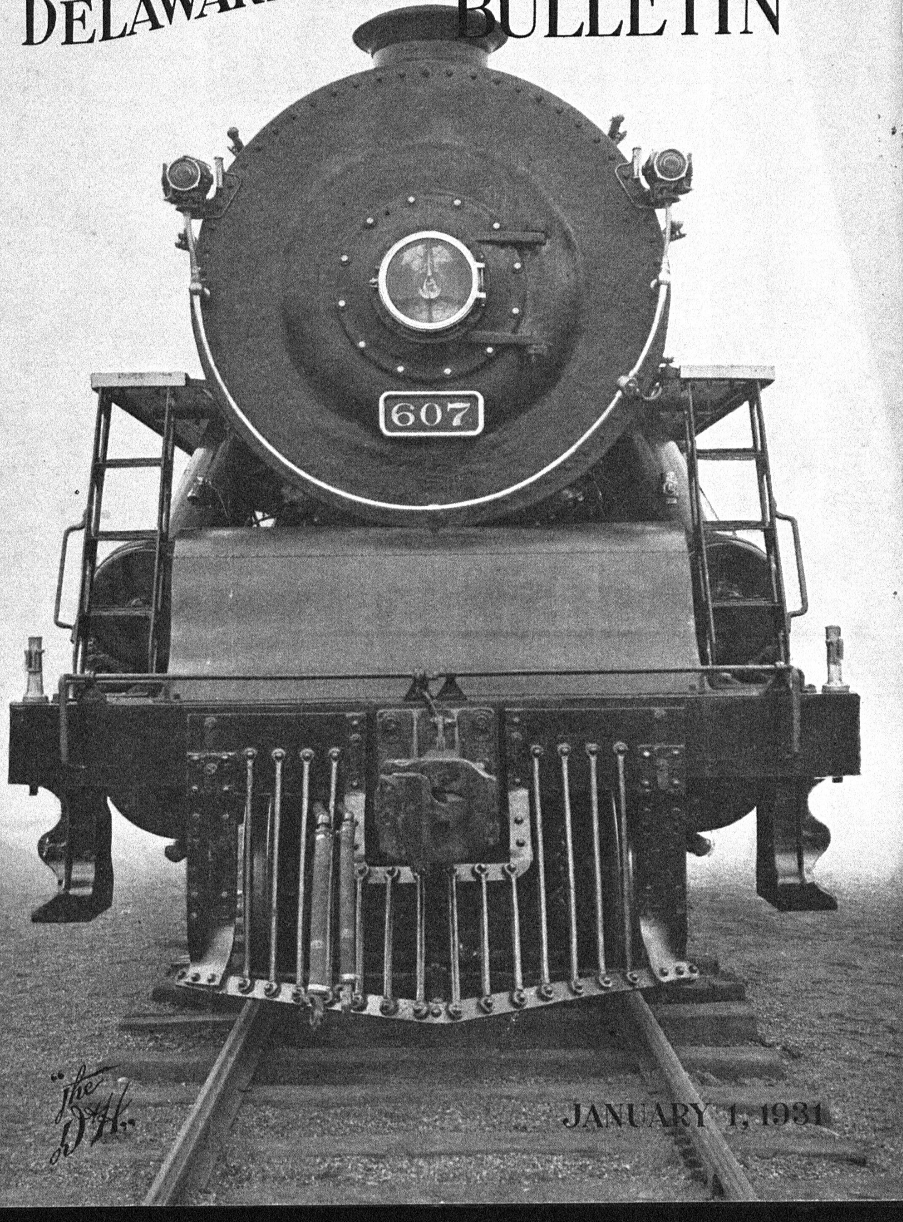
THE DELAWARE AND HUDSON RAILROAD BULLETIN



"the D&H."

JANUARY 1, 1931

On the Threshold

RING out, O bells! ring silver-sweet o'er hill and moor and fell!
In mellow echoes let your chimes their hopeful story tell.
Ring out, ring out, all-jubilant, the joyous, glad refrain;
"A bright new year, a glad new year, has come to us again."

Ah! who can say how much of joy within it there may be
Stored up for us who listen now to your sweet melody?
Good-bye, Old Year! Tried, trusty friend, thy tale at last is told.
O New Year! write thou thine for us in lines of brightest gold.

The flowers of spring must bloom at last, when gone the winter's snow;
God grant that, after sorrow past, we all some joy may know.
Though tempest-tossed our bark awhile on Life's rough waves may be.
There comes a day of calm at last, when we the haven see.

Then ring, ring on, O pealing bells! there's music in the sound;
Ring on, ring on, and still ring on; and wake the echoes round.
The while we wish, both for ourselves and all whom we hold dear,
That God may gracious be to us in this, the bright New Year!

—A. H. Baldwin.

The
"the D&H" DELAWARE AND HUDSON RAILROAD "the D&H"
CORPORATION
BULLETIN

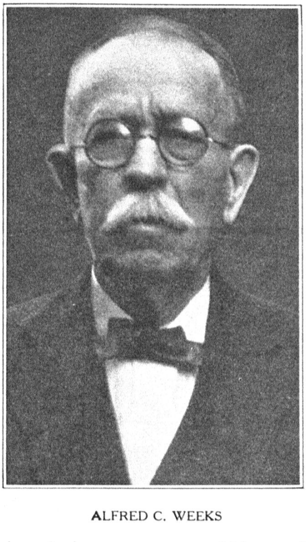
Vol. 11 Albany, N. Y., January 1, 1931 No. 1

Handled Baggage Worth Millions

In Fifty years on Montreal Run He Cared for Effects of Men in All Walks of Life

RECENTLY an official, who in fifty years has risen from the rank of telegrapher to a position of great responsibility with The Delaware and Hudson Railroad, said " 'AL,' WEEKS was the sort of fellow who never caused the least trouble. In fact, you would never have known he was on the payroll if you had waited for him to 'show up on the carpet'. He lived a clean life, and tended faithfully to his business. So long as you knew that 'AL' was in the baggage car, you were assured that the work would be done right. Further than that, no little extras were too tedious or irksome for 'AL' to attend to."

No one would dare venture to estimate the value of the baggage MR. WEEKS has carefully handled in his fifty years in the baggage cars on the famous New-York Montreal sleepers. In that half century he has cared for the bags, trunks, pets, and other effects of men in all walks of life: presidents, governors, noblemen of foreign countries, prominent business men, and the others who make up the thousands who annually ride on The Delaware and Hudson's finest trains.



ALFRED C. WEEKS

MR. WEEKS, who was born and raised in Rouses Point, attended the public school of that village, and later became a pupil in a private school at Lacolle, P. Q. From earliest boyhood, however, he wanted to follow in the footsteps of his father, an engineer on the Grand Trunk Railroad.

His first job was in the Crown Point Iron Company's plant where he remained for only a few months, when he secured a position as baggageman in the Grand Trunk's station in Montreal. One year later he entered the employ of The Delaware and Hudson Company as a switch tender in the yard at Rouses Point. This was in 1876, shortly after our line had been extended through to the international boundary.

On account of the recent opening of the line, freight movements were not particularly heavy then, although the traffic in sugar, molasses, tea, oranges, lumber, and other perishables and merchandise grew rapidly. After one year in the yard MR. WEEKS was transferred to the Rouses Point - Albany passenger runs which were later extended to Montreal.

Even at that early date the train crews ran through from Albany to Rouses Point, although engine crews were changed at Whitehall. Despite the light weight of the wooden coaches, the engines were so small that eight cars were all they could handle. Furthermore, fifty miles per hour was considered a high rate of speed, although they exceeded a mile a minute when late.

Shortly after his initiation into passenger service, MR. WEEKS was assigned to the sleeper. (There was only one night train at that time). When trains Number 34 and 35 were instituted on June 24, 1928, his friends suggested that he take that run, but he replied that he had worked on the night train so long that he guessed he would "finish up on it."

Following an accident north of Napierville Junction in 1928, MR. WEEKS decided to retire. The train on which he was working struck a broken rail on a curve, and the engine and baggage car were derailed. Fortunately the Pullmans remained on the tracks, although the fireman, mail clerk, and MR. WEEKS were injured. Inasmuch as he was then 75, MR. WEEKS accepted a pension, thus closing a continuous term of 52 years in the company's service.

Asked whether he would work for the railroad if he had it to do over again, he looked pensively at his pipe, smiled, and with a convincing gleam in his eye, he replied: "You bet I would."

Born Lazy!

THE average man develops less than half of his real mental capacity. The race is constantly producing hundreds of minds, potentially as great as those of Einstein, Edison, Ford or Rockefeller, but only two or three out of each hundred ever rise above the commonplace.

These assertions come from the country's leading psychologists as interviewed by Myron M. Stearns recently.

One psychologist is quoted as saying that most men develop hardly more than a fifth of their natural brain power. Another says that every adult, at least up to the age of fifty, is as capable of learning new things as a child—but fails to do it. Most of us, says another, stop learning in out teen's and go through the rest of out lives with closed minds.

There is both discouragement and hope in that idea.

It is profoundly discouraging to learn that we are failing to accept our opportunities. This modern age specializes in the elimination of waste; yet what could possibly be more wasteful than the habit of letting more than half of our gray matter lie idle.

Yet there is room for hope in it, too. The blindness and stupidity that cause most of the world's unhappiness and suffering are not things that we must always carry with us. We can get rid of them, just as we can get rid of disease and poverty. Surely, if mankind can voluntarily raise its own mental level, almost any kind of optimism is justified.

The trouble, of course comes from the fact that there is such a wide gulf between what is possible and what is actually done.

We are born with great gifts, but we are also born lazy. We want, more than anything else, to be contented. We hate things that unsettle us. Comfort is the greatest boon life can bring us.

So we follow the path of least resistance and settle into grooves. We find a comfortable place and stick to it. We make ourselves be contented with something inferior, because it would be too much trouble to get the best.

The contentment that comes from a sense of genuine achievement is one of life's greatest blessings. The contentment that most of us get, however, the contentment that means we have stifled our visions of what is high and noble in order that we may put up with something ordinary and commonplace—is a curse. It prevents us from being as fine as we were meant to be.

To be restless and dissatisfied is to be unhappy—granted; but it is not possible to make progress in any other way. When a man takes stock of his achievements and feels ashamed because they are no better, instead of proud because they excel those of his neighbor, he is on the way toward attainment.—*Saratogian.*

"So you have twins at your house," said Mrs. Naborli to little Tommy.

"Yes, ma'am, two of em."

"What are you going to call them?"

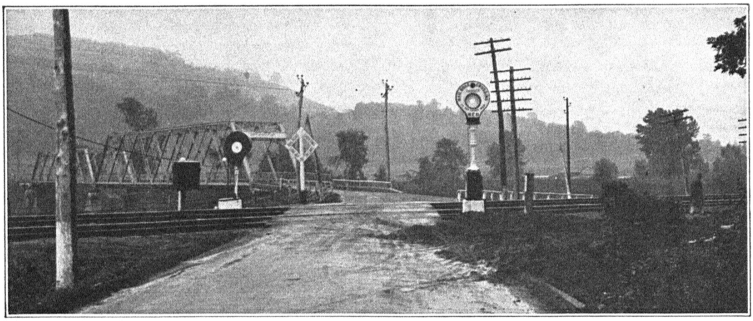
"Thunder and Lightning."

"Why, those are strange names to call children."

"Well, that's what pa called them as soon as he heard they were in the house."

"It is hard for a woman to understand statistics," said a government official to a friend.

"I guess that is so," said the other. "I told my wife the other day that for every passenger, the railways of this country transport two tons of freight, and she wanted to know why the passengers were allowed to carry so much baggage."

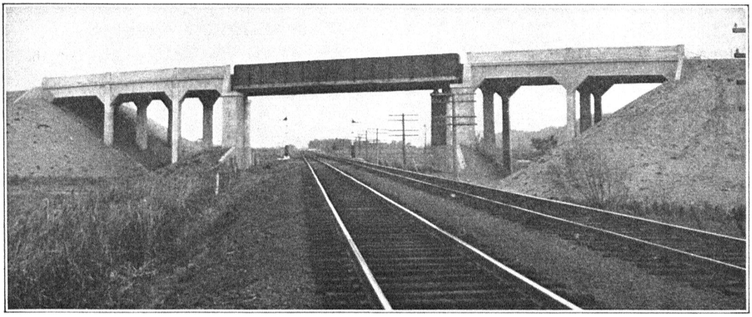


Ray's Crossing Eliminated

Bridge of Concrete and Steel Construction Carries Hudson-Champlain Highway Over Delaware and Hudson Tracks Half Mile North of Comstock Station

WHEN the Public Service Commission, in 1926, ordered the elimination of the Hudson-Champlain Trail grade crossing at Comstock, N. Y., The Delaware and Hudson engineers in charge of similar projects at all points on the line faced a difficult problem. To eliminate the crossing either by the construction of an underpass or over-head bridge, entailed the relocation either of the barge canal locks adjacent to the roadway and tracks or the crossing. This was because of the fact that there was insufficient room for the approach to an overhead crossing, and tunneling underneath the track involved the danger of the water from the lock seeping through.

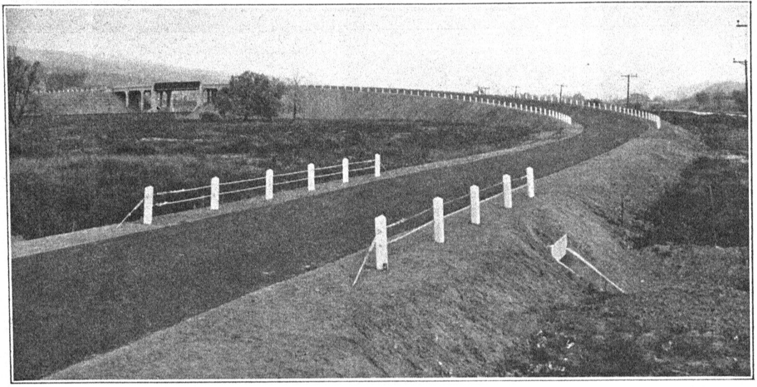
For a time the actual work of eliminating the crossing was delayed by the failure of all parties concerned to approve the plans. In fact, it was not until May, 1927, that a definite decision was made in the matter. By that time the motor traffic over this crossing, situated as it was on a



An Improvement Over the Old "Ray's Crossing" Shown Above trunk highway linking New York, Albany, and Montreal had become very heavy, making it an extremely dangerous crossing.

As soon as formal notification of the approval of the project was received, plans calling for the construction of an overhead bridge north of the existing crossing, 1.16 miles north of Comstock station, were drawn up. Instead of traversing the railroad tracks at an acute angle opposite the barge canal locks and bridge, a new road was extended approximately 2,200 feet north on the east side of the right of way, then over the tracks, connecting with the old State Highway on the west side. foundation, crossing the right of way at an angle of sixty degrees. The roadway is thirty feet wide with a minimum clearance of twenty-two feet above the top of the rail. A total of 150,000 pounds of structural steel and 112,000 pounds of metal reinforcement were used.

The highway extensions on either side of the bridge are of Amesite top highway pavement, eighteen feet wide, in which 13,000 yards of various classes of concrete were used. The total length of the new construction, including roadways, approaches, and the bridge proper is 3,400 feet.



Hudson-Champlain Trail at Comstock Crossing

The completed project, opened for traffic on October 11, 1930, is one of the finest structures of its kind on Delaware and Hudson lines.

The approaches to the bridge are approximately 600 feet long, rising at a grade of six per cent. Sixty thousand cubic yards of earth were used in the construction of the fills raising the roadway to the bridge level. Approaching over the new concrete roadway, the motorist rounds a wide curve, having a horizontal radius of 500 feet, crosses the bridge, then turns a reverse curve of the same radius on the other side.

The bridge itself, built for a maximum of four tracks, consists of concrete approach spans and a through girder type steel bridge span. The reinforced concrete spans are supported by a pile

Broken Swords

DID you ever read the story of the soldier who broke his sword in battle? He had been putting up a poor sort of fight and when his sword broke, he threw the remaining half away and took to his heels.

Another soldier who had been defending himself with a short dagger, seized upon the broken sword with a shout of joy, put to rout both his own antagonist and the man who had fought his runaway companion.

Some men do more with a broken sword than others with a complete arsenal.

—*Exchange.*

Taylorism

That There is "One Best Way" of Doing Every Act is its Underlying Idea

By W. J. COUGHTRY, *Recorder*

SCIENTIFIC Management, or Taylorism, as it is frequently termed, is an industrial psychology which may be defined as the study of the conduct of men in their capacity as wage earners. Originally this doctrine had reference particulary to the management of shop operations in industrial establishments, but it has since been given broader significance.

The theory underlying Scientific Management is, briefly, that there is "one best way" of doing every act that has to be performed in a workshop, and that it is the duty of the management to discover that "one best way" and to make such arrangements that will insure that it is always carried out.

A Fair Day's Work

SUCH a doctrine was initiated by Frederick W. Taylor, an engineering executive, in the early 1880's. Prevented by impaired eye-sight from continuing his studies, Taylor, in 1874, began an apprenticeship as pattern-maker and machinist in the pump factory of Farrell and Jones in Philadelphia. In 1878 he entered the employ of the Midvale Steel Company as a laborer and was rapidly promoted to time clerk, lathe hand, and lathe gang boss. As gang boss he attempted to force increased production with the driving methods of foremanship then prevalent. Controversy with the workers immediately resulted.

Believing the main reason for the low production under the prevailing hourly wage system to be the management's lack of knowledge of what constituted a fair day's work on each operation, Mr. Charles A. Brinley, superintendent of the plant, evolved a plan of differential piece work. He directed Taylor, then a gang boss, to inaugurate a series of motion and time studies for the purpose of determining a basis for setting up piece work rates. Mr. Brinley's system established a standard of production—about 80% of the average of the best class of workers—at a fixed wage and provided for increased wage rates by successive steps as production was increased. On the other hand, workmen failing to reach the production standard were paid only for the work they turned out. Taylor immediately began a series of investigations and experiments which lasted more than seventeen years.

With the building of a new machine shop at Midvale in 1884, Taylor undertook the standardizing of tools, care and speeding up of machines, belting, etc. Thus his general system got under way. Here he hung up the first of his bulletin boards having hooks attached on which to affix tags or slips showing the work ahead for each machine. These slips were prepared in the office and contained complete information respecting each piece of work; bore the number of the ingot or material to be worked; the tools to be used; the time required for each piece of work; the piece work wage rate, and provided that each workman take the run of mill work in regular order. Antipathy to this innovation was so great, especially among the men who had habitually selected the tire ingots or other forgings that could be most easily and rapidly worked, that it had to be covered with glass to keep them from tearing off the tags. By its introduction, Taylor established a change in the methods in management, the authority of the gang boss being superseded by a departmental or functional type system.

Devises Oiling System

AMONG Taylor's experiments at Midvale was the installation of an oiling system to cut down the number of burned out bearings from improper lubrication. He had the oiling parts of each machine numbered, and for each machine he had a box made containing a board in which holes were bored and numbered to correspond with each machine oiling part. For each box two sets of wooden pegs were supplied, one with square and the other with round heads, for use on alternate days, each numbered to correspond with the oiling parts and the board holes. The workman as he oiled each machine part was to insert a peg bearing the same number in its proper place in the board. So far as Taylor was concerned, these insertions indicated that the parts had been oiled. The system failed in actual operation as the workmen would fill all holes with pegs whether or not the machine parts had been oiled, and it was soon discarded. Taylor discontinued the grinding of tools by the workmen. He established a separate grinding department which not only ground but issued all tools laid out on the schedule for each job. This system frequently fell down as the varying hardness of the metal in work required a tool very differently ground which only the workman on the particular job could do. His motion and time studies conducted in connection with lathe operations led to a progressive development of the lathe itself and to many investigations which, though only incidental to the main purpose of Taylor's work, turned out to be highly important.

Struggle to Increase Output

FROM the beginning of his period of supervision Taylor was in constant struggle with workmen to increase the output. When persuasion failed he tried to drive them. He even trained new men to handle the lathes upon their promise to turn out a fair day's work, but as soon as they became proficient they refused to carry out their agreement. He then cut the wage rate, but told the men that if they turned out a fair day's work at the new rate they could earn better wages than they had been receiving. Following a protest to the management, which was of no avail, a considerable number of the men resorted to what is now called sabotage. Machine parts were deliberately broken and ingenious accidents to machinery were a daily occurrence Finally, Taylor established a system of fines for machine and tool breakage. No matter what might be the cause of the breakage, the workman had to pay. This smashed the opposition. As foreman, to which he was promoted during this fight, Taylor had difficulty in maintaining the standards he had fixed. One day a man might fail through accident to his machine. Another, he might be delayed by a slipping belt. Again he might have to wait for instructions or for material.

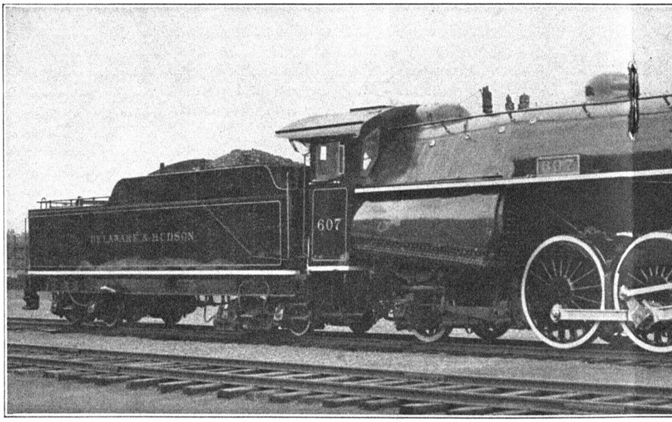
Taylor continued with the Midvale Company successively as chief draughtsman, assistant engineer and chief engineer until 1890. During this period he developed numerous improvements, some of which were highly productive, others proved useless in operation, and still others so impracticable and expensive to operate that they were quickly discarded.

In embarking upon his investigations and experiments Taylor did so simply as an engineer carrying out the instructions of his superior officer whose aim was to increase production and thereby materially benefit both the men and the company. From these observations and experiments Taylor later formulated his doctrines of scientific management.

Early Machinery Wrecked

INDUSTRY was originally shaped to live within the confinement of cottage manufacture. The scheme of industrial production resulted from four inventions, made in England late in the Eighteenth Century, providing machine tools for the textile industry. The first machine to spin yarn was James Hargreaves' "spinning jenny," patented in 1770. This was improved upon in 1771 by James Arkwright's "water frame," run by water power. In 1779, Samuel Crompton

Snappy Motive Power For



With her new smokestack and cab, illuminated number boxes on her straigh
607 is readily distinguishable as a Delaware and Hudson locomotive. She looks br
where her overhauling was recently completed.

constructed his "mule," embodying features of both previous inventions, which so increased the potential production of yarn as to outrun the ability of the weavers to make it into finished fabric. The fourth was Edmund Cartwright's "power loom," in 1795, which definitely placed the textile industry on a machine basis. With Watt's invention in 1782, of the double-acting steam engine, which became a primary source of power and which created a real industrial revolution, the seat of industry was removed from the home and a new work center, the factory, was established. Although the wrench from old customs caused by the introduction of the factory system has been harshly criticized, its first marked effect was to emancipate the home as an adjunct to the workshop and raise it to the dignified position which it has now attained.

Prior to this revolution it was the worker who had the skill; now a large part of the skill is mechanized in the tool. Prior to this time all machines were used to aid the worker; now the output is a joint production. Since this transference of skill, worked out without any guiding prior experience, caused temporary loss of earning power to the particular workman involved, it is not hard to account for these men opposing the introduction of new machinery. This opposition began with Hargreaves' invention, his first machine being wrecked by a mob of spinners. It still is felt today in trades in which machinery rapidly displaces hand labor, as in the recent introduction of spraying machines in the painting trade.

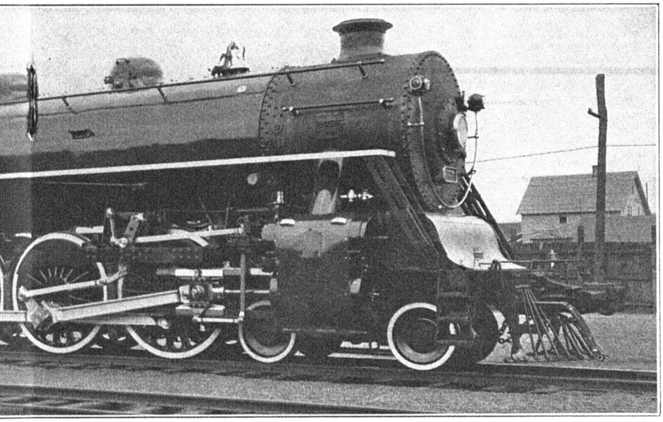
Temporary Loss of Earnings

THIS loss of earning power was not permanent in regard to workers as a whole. Large groups were immediately needed to produce machines with which the others worked, and this, together with the general expansion of industry which the new processes promoted, afforded increased employment for skilled men. One immediate and most significant effect of this division of skill was to separate the worker from the ownership of the tools of industry. Management now found it necessary to associate capital with itself to build these new implements and to provide power to operate them.

American industry was originally characterized by small industries, with relatively small markets. European systems, particularly those of England, were transplanted here bodily, modified only to fit the American environment. Manufacturing was purely a vocation, and close checks on leakages were not even thought of. With the building of the railroads overcoming geographical limitations, supplemented by abundant natural resources, rapid expansion of home markets among people growing rapidly in numbers and whose wants were large and constantly increasing, and manufacturing ability which combined and intensified the variety of skill of the many population elements, came the great industrial expansion in which the United States rose from a novice to become the greatest manufacturing nation in the world, both in diversity and volume.

(See page 14)

For "Montreal Limited"



ner straight-lined running boards, and her headlight set in the smokebox front, No.
e looks brand new, but that's the way they all look when they leave Colonie Shops

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BULLETIN

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Index to 1930 Bulletins

AN index of the articles appearing in the issues of *The Bulletin* during the year 1930 has been prepared and copies will be sent to readers on request. To secure a copy, address Supervisor of Publications, Room 905, Delaware and Hudson Building, Albany, N. Y.

Taking Inventory

POPE PIUS XI declares that the "greatest malady of the present age is the lack of reflection." That is true not only of religious matters but of all matters. There seems to be little time in this age for reflection. Charles E. Hughes said recently that we do not take time for contemplation or for serenity. We don't. We are too hurried and we keep on hurrying a little more. We do not, as the Pope says, "ponder the eternal verities." We are too satisfied with externals and we do not contemplate.

This is the time of year when merchants and others take account of stock and inventory the goods on their shelves. All human beings might have a little time of stock taking now as the old year is ending. Take an inventory of your life and of your ways. See what you have that you do not need and throw that away. See what you need and get it. Most of us need to take inventory once in a while, to look over some of our notions and our methods and see if they are all that they should be.

We cannot do that without reflection. We cannot do it hastily. We cannot say we shall make this or that resolution. We first try to learn just where we stand and try to get down to the essentials and the verities of life.

We have habits of thought, we think along certain grooves because it is easy. We see what others are doing and we follow the herd.

The end of the year is time for reflection and inventory. Let us try this and cast aside some things and take on those that matter more.—*Albany Evening News.*

Wealth, Happiness and Prosperity

EXTRACT from Annual Message of Governor Enos T. Throop, dated January 4, 1831, to the New York Legislature upon the opening of the 1831 session:

"I have received an interesting report from the President of the Hudson and Delaware Canal, which I consider of sufficient importance to transmit to you herewith.

"The State has an interest in the success of this canal, on account of the large loan, which it has made in aid of its operations. The report shows, that the company is likely to fulfill, not only its obligations, but also the expectations which it had created. This work is also interesting on account of its opening a new channel of trade, and introducing through it to our markets an important article of necessary consumption.

"Among the multifarious concerns of our state which will press themselves upon your notice, the great interests of agriculture, manufactures and commerce cannot fail to be kept constantly in view. While all your measures of general policy will have a bearing upon these primary interests, it will become you specially to consider how far you can, by measures directly bearing upon them, aid in multiplying their objects and resources, and thereby increase the wealth, happiness and prosperity of the State."

Mistakes

NEVER regret a mistake, or waste time thinking about how sorry you are you made one. Make a decision, then act. If you are wrong, admit your mistake or error; then go ahead and do the right thing as you see it. Never bluff or try to cover up your mistakes. Mistakes profit you if you profit by them."—*Charles M. Schwab.*

What Do You Know About Health?

By CARL A. WILZBACH, *B. S., M. D.*

Reprinted from "Association Men"

WITH all the advances made in health education in recent years the question that has been asked is, "Just how much does the average person know about health?" One is apt to answer promptly, "a great deal." At least more than the average person knew twenty years ago. There is evidence to support this statement, for the death rate from tuberculosis, typhoid fever, diphtheria, the diseases of childhood and others has been greatly reduced. The average life span has been increased, and the death rate per 100,000 of population in the United States of America has gradually decreased. People are living under better sanitary conditions and personal hygiene more generally applied. All of which we readily admit.

Yet conditions exist that seem to indicate that the average person does not know or care very much about health. Else how can the data recently collected by the Committee on the Cost of Medical Care of which Dr. R. Lyman Wilbur is Chairman. be accounted for? This committee, which is made up of nationally known doctors, public health educators, economists, sociologists, laymen and special institutions, state in the report which has just been made available, that "this continuance of disease, part of it preventable, indicates a field for more widespread and efficient utilizations of preventative and curative measures now known."

How Often Are We Sick?

THE data though admittedly incomplete, seems to indicate that people are, on the average, disabled by illness at least once annually; men about once a year; women from once to twice, and children more than twice each school year of 180 days. Figuring on the lowest rate for disabling illness found in the United States, there would be about 130,000,000 cases of disabling illness in this country each year, the report estimates. What this may mean is indicated by the conclusion that the 36,000,000 wage-earners in the United States lose at least 250,000,000 work days a year, and the 24,000 school children 170,000,000 days of school each year. These figures take into account only half of the total population and do not include non-disabling illnesses.

This preliminary estimate also indicates that many of the 2,000,000 births in 1928 were followed by complications and a considerable number by deaths; that there were over 36,000 cases of smallpox in the United States in a recent year; that hospitals for the mental and nervous diseases contain over 360,000 persons; that the total number of mental defectives exceeds 900,000; the number of blind more than 100,000; the number with major speech defects, 1,000,000, and the number of school children wholly of partly deaf, 3,000,000.

It also is estimated that the number of persons in all hospitals in a single average day is about 700,000; that venereal diseases are causing nearly one person out of every 100 to employ medical attention; that at all times approximately 700,000 persons are ill with tuberculosis, 10,000 with pernicious anemia and 110,000 addicted to narcotic drugs.

Find Your Own Health Rating

THAT the average person should know more about health was the conclusion reached by Howard Whipple Green of the Cleveland Health Council. In arriving at the truth in the matter, Mr. Green conducted a series of studies in which apparently well adults were asked questions relative to their health and health habits. Twenty-four questions were asked and a rating of 1,000 given for a perfect score.

Figures from 10% to 63% of those people questioned were recorded as not following certain of these health rules. The conclusion reached by the investigations were: "That analysis of the schedules of 269 representative 'well' people indicates an enormous problem for health educators who can move people to action through their teachings. A frequent check up of physical conditions and the correction of a multitude of minor physical defects and habits of living and mental adjustment of the individuals included in these groups doubtless would increase enormously their usefulness to themselves, to their families and to the community, besides increasing the life span on the upper end, an objective rarely accomplished."

When one considers the importance of health to personality, to the attainments and success of the individual, it seems strange that it is neglected by such a large number of people. It may be that you would want to chart yourself and find your own health rating. The Cleveland Chart is herewith submitted for that purpose. It is not given as being perfect and it may be that others will disagree with the importance of these questions as denoted by the score. It should be, however, interesting to many to find out what their rating is with this chart.

HEALTH CARD

No.		Score
1.	Can you work and play without being more than naturally tired mentally or physically at bedtime?	40
2.	Are you rested when you get up in the morning?	40
3.	Is your appetite good for wholesome food?	30
4.	Do you sleep soundly?	30
5.	Do you enjoy mingling with other people?	30
6.	Have you confidence in yourself?	30
7.	Is your weight within 10 per cent below or 10 per cent above for your height and years?	40
8.	Does your posture indicate health and efficiency?	30
9.	Are your arches normal and are you free from pain in your feet and legs?	20
10.	Is your vision either normal or corrected by glasses?	20
11.	Can you hear ordinary conversation at 16 feet?	20
12.	Is your skin clear; color good?	20
13.	Is your hair glossy, but free from excessive oil? (Not brittle and dry)	20
14.	Are your teeth either sound or filled?	20
15.	Are you free from constantly recurring infections including colds?	40
16.	Are you free from constant or recurring pain?	30

HEALTH HABITS

No.		Score
1.	Are you eating some dark bread daily?	20
2.	Do you drink 6 glasses of water daily?	30
3.	Do you average at least 8 hours sleep every night?	30
4.	Do you eat sweets in moderation and only at the end of a meal?	30
5.	Do you eat only at mealtime? (Fruit may be excepted)	10
6.	Do you eat 2 vegetables exclusive of potatoes every day?	20
7.	Is one of these an uncooked vegetable? (Celery, lettuce, cabbage, etc.)	20
8.	Do you eat fruit at least once a day?	20
9.	Do you eat one of the following every day? (Meat, milk, cheese, nuts, fish, egg)	20
10.	Do you take your meals regularly?	20
11.	Do you eat slowly?	20
12.	Do you take a full bath or shower every day?	10
13.	Do you clean your teeth at least twice a day?	10
14.	Do you have a bowel movement each day? (Without a cathartic)	30
15.	Do you average at least an hour out of doors every day?	30
16.	Do you exercise vigorously at least ½ hour every day? (Either outdoors or in)	20
17.	Do you take at least ten hours each week for recreation, social activity, reading, etc.? (In addition to the daily excise)	20
18.	Have you a vital and satisfying interest outside of your work?	30
19.	Do you have your bedroom window open at night?	10
20.	Do you endeavor to maintain your best standing and sitting posture?	20
21.	During school hours do you wear comfortable walking shoes?	10
22.	Do you have a thorough physical examination once a year?	50
23.	Does your dentist examine your teeth twice a year?	40
24.	If you have physical limitations do you know them and live within them?	20
	Total	1,000

Porter: "Miss, your train is—,"

Precise Stranger: "My man, why do you say 'your train,' when you know it belongs to the railway company?"

Porter: "Dunno, miss. But why do you say 'my man, when you knows I belong to my old woman?"

Old Lady—"Oh, conductor, please stop the train, I dropped my wig out of the window."

Conductor—"Never mind, madam, there is a switch just this side of the next station."

Air Guns and Woodchucks

Proving That a Straight Line is Seldom the Shortest Distance Between Two Points When Dealing With Other People; Detours Take Longer But Are More Satisfactory

WHEN this country entered the Great War, a young obscure physician enlisted from a small town in Northern Pennsylvania. In less than six months after enlistment, he was advanced in rank. Before a year had elapsed, he was advanced again. Before the war had closed, he had achieved the rank of Major.

Five hundred better known physicians enlisted at the same time, all of them more experienced, perhaps more skillful, perhaps better qualified for the service. Yet this young country doctor, unknown and without influence, received almost immediate recognition.

The same year another physician from an eastern city went into the service—a man of remarkable ability. He found many things to aggravate him. He quarreled, and he defied his superiors. When the war was over, this great physician left the service without promotion.

I remember this country doctor as a boy. Then he and I visited a relative of ours for our summer vacation on a Pennsylvania farm.

Late one hot, sultry afternoon, we were lolling lazily under an apple tree in the orchard. Across the valley rose a steep hill for nearly a half mile, where it broke into a plateau. Away in the distance on that plateau, a herd of cattle stood at the gate, waiting in the heat of the late afternoon for someone to come and drive them down the hill to the barn for the night.

The farmer had given us boys the job, and daily we had to trudge to the top of the hill, not any too keen about the work. It was a hard climb up that hill on a hot day. This particular afternoon, neither one of us wanted the job.

An hour before we were due to go, my young friend turned and said, "Ever hunt woodchucks?"

I sat up, showing interest for the first time that afternoon. "Nope," I answered.

"Great sport, if you know how to get 'em," he continued. "See that birch tree to the top of the hill?" he asked, pointing just a little to the left of the cows. "There's a big woodchuck lives right back o' that tree. Saw him sittin' there this morning. Anyone who'd sneak up on 'im from the back with my air gun could git 'im."

He owned the only air gun I had ever seen, and it had a particular fascination for me. Furthermore, I'd seen the woodchuck the day before myself!

My friend said nothing for awhile, giving me time to get "warm" on the woodchuck hunting. Finally he gave me another shot:

"If we both went up there with my gun, we'd scare 'im before we'd git close enough to shoot. If you don't want to go up tonight for the cows, I'll take my gun an' go up alone. I'll shoot the woodchuck and then bring the cows back."

I took it hook, sinker, and all. In fact, I exploded. "Why don't you let a fellow take that gun of yours once in a while?" I exclaimed. I was on my feet crazy to go.

Of course, he let me go!—while he waited in the cool of the apple tree. There was no woodchuck there, but I drove the cows home in the hot sun.

Yet, at the time I thought he was the finest fellow I had ever known for letting me take his air gun. I was pleased, and so was he, because he got what he wanted—got me to go after the cows!

It is not hard to understand why this young lad became a man of one of the largest practices in his state, and why he has more friends than any man I know. He is still using "air guns and woodchucks."

I have come to several conclusions, one of which is: A straight line is seldom the shortest distance between two points when dealing with other people. Experience teaches a man to detour. It takes longer sometimes, but you avoid running smack into the stone wall of the other fellow's egotism.—From COLCORD'S *"Yourself."*

Convict 17936—"When I get out I'm goin' to have a hot time, ain't you?"

Convict 17937—"I hope not. I'm in for life."

"Is there a word in the English language that contains all the vowels?"

"Unquestionably."

Taylorism

(Continued from page 9)

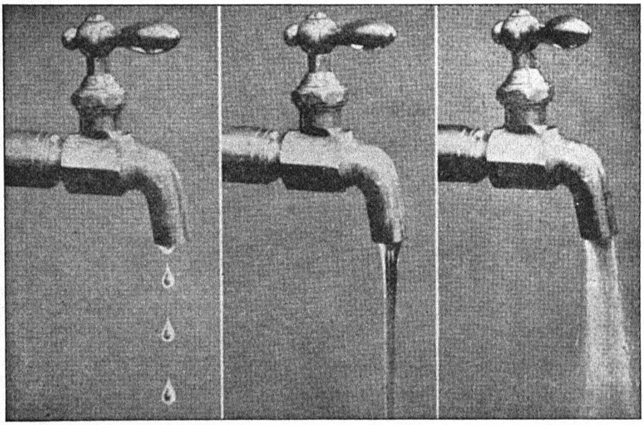
It was upon almost the eve of this great industrial transformation that Taylor began the work from which he evolved his doctrine. In final form, as stated by Taylor, himself, it consisted of four propositions:

1. The development of a "true Science" for each operation to replace traditional methods.
2. The selection of workmen and their assignments to operations in accordance with their capacities and acquired skill.
3. Continuous instruction of workmen in the art of each operation.
4. Recognition of qualitative differences in the manipulation of machine or tool, in planning and preparing work and the grouping of operatives into two major divisions responsible respectively for these different functions.

The group of workers concerned with planning and preparation, Taylor conceived as management. Given a true science for each operation this "management" should so co-ordinate operations and govern the flow of work as to practically eliminate delays, idle machine time and unbalanced production; to reduce investment in raw and worked materials; and to permit individual equitable wage payments in accordance with increased productivity resulting from more perfect technical manipulation of each machine, and from the more precise control of work and co-ordination of specialized efforts of labor.

(To be Continued)

This Costs Money!



RECENT water shortages at various points have impressed Delaware and Hudson employees with the value of "little drops of water." The above photographs of leaky faucets show, from left to right, wastes amounting to 62,000, 354,000, and 2,728,000 gallons a year, respectively. These are big figures. Obey that impulse!

Clicks from the Rails

Bringing Hawaii Nearer

Beginning January 20, 1931, regular rail and ship service will be established so that a traveler can reach Waikiki Beach, Hawaii, seven and a half days after leaving New York. The trains will leave New York carrying through cars to the Pacific Coast twice monthly, and arriving at San Francisco three and one-half days later. The passengers will be transferred to the steamer *Malolo* immediately, arriving at Honolulu in four days. This is the first regular through car trans-continental service operated in the United States.

* * *

Train Wrecker Shot

Following several attempts to derail passenger trains operating on the Mexico City-El Paso Railroad, a military escort was provided for each train. A few days later they caught Francisco Ruiz Cardenas in the act of removing a rail. He was immediately taken to Chihuahua City where he was tried before a court martial and executed the following morning.

* * *

Race Horses His Hobby

No Hern County, California fair would be complete unless J. H. McMackin, Southern Pacific Locomotive Engineer, drove at least one of his string of horses in one of the trotting races. At the present time Mr. McMackin owns two trotters, " Bon V " and " Chieftain." The latter won the 2.20 pace in the 1929 fair and has also taken first money at many matinee events. Mr. McMackin also fostered the Kern County Driving Club, an organization of local sportsmen.

* * *

Counterfeit Passes

In the state of New Jersey, where railroads are required by law to accept passes issued by the Secretary of State—which passes are furnished to large numbers of State officials—eight men have been arrested for riding on counterfeit passes, according to *Railway Age*. The Attorney General of the State has found that there has been a traffic in the sale of these counterfeit passes.

Long Distance Schooling

John and Tom Beckett, sons of a section foreman of the Southern Pacific at Strauss, New Mexico, probably did more traveling than any other youngsters in the country to attend school last year. The school they went to is 73 miles from Strauss, so that they traveled 146 miles each school day to attend classes. During the year they traveled 24,090 miles, or almost the distance around the world.—*Railway Age.*

* * *

Held 47 Passes

John B. Wilbor, at one time General Freight Agent of the Sandusky, Mansfield and Newark Railway, now a part of the Baltimore and Ohio system, is believed to have had the largest number of card passes ever issued to one man in a single year. His son, H. F. Wilbor, of Erie, Penna., said that his father had forty-seven railroad passes from as many different lines issued to him in his official capacity for the year 1857.

* * *

"Artificial Weather"

Passengers who formerly tossed about in their berths in Pullman cars spotted in the Mt. Royal Station of the Baltimore and Ohio at Baltimore, can now sleep on in comfort since the air has been artificially cooled by a device designed by the Motive Power Department. It consists of a large ice chest, with a 1,700 pound capacity, mounted on a baggage truck, through which air is drawn by an electric fan, and forced into the corridor of the car.

* * *

Women Ticket Agents

In Japan the majority of women workers are either telephone operators or ticket sellers at railroad stations. Approximately 10,000 women are ticket sellers. Those employed by government railways usually work eight hours a day with four days off a month. The average pay is from $15 to $17.50 per month. At least six years of primary school work is required for those entering government employ. The costume of the railway ticket agent is a light purple or blue coat.

Railroad Detours

Arguing that anyone can build a railroad but that it is more difficult to provide a grove of cottonwood trees, Mead Wilson, Alpine, Texas, ranch owner, finally persuaded the Santa Fe Railway to detour its line into Mexico around his cottonwood grove.

* * *

New Turkish Railroads

Railroads are rapidly pushing their way into the undeveloped interior regions of Turkey under the supervision of foreign builders, according to press reports.

Approximately 180 kilometers (112 miles) of new lines are being built by the Turkish government, 700 kilometers (435 miles) by a Swedish group, 380 kilometers (235 miles by a German concern, and twenty-two kilometers (14 miles) by a private Turkish company.

* * *

A Real Catch

It seems that some sort of prize or other ought to be awarded to J. C. McClellan, Trainman on the Radford Division of the Norfolk and Western. At a picnic of the N. & W. Veterans Association, in the presence of unimpeachable witnesses, McClellan landed an 80-pound turtle.

* * *

Goldfish His Hobby

General Foreman M. G. Winsett of the M-K-T Lines at Parsons, Kansas, has an unusual hobby. In his office he has a large goldfish aquarium, the front and sides of which are of glass. It is equipped with delivery and overflow pipes so the water is being changed constantly, insuring fresh water at all times. In addition to the fish he has several snails and a number of bunches of moss in the aquarium.

* * *

Speedy English Train

Speeds of sixty miles an hour are common on British trunk routes, and one train on the Great Western system covers the 77.5 miles from Swindon to London in exactly seventy minutes, equivalent to an average speed of 66.5 miles an hour.

A Resolution for the New Year

LET me be a little kinder,
Let me be a little blinder
To the faults of those about me—
Let me praise a little more.
Let me be, when I am weary,
Just a little bit more cheery
Let me serve a little better
Those that I am striving for.

Let me be a little braver
When temptation bids me waver,
Let me strive a little harder
To be all that I should be.
Let me be a little meeker
With the brother who is weaker;
Let me think more of my neighbor
And a little less of me.

—from the O. H. Silkworm.